

**HILLTOWN COMMUNITY HEALTH  
CENTERS FINANCE COMMITTEE MEETING**

**December 10, 2020**

**4:30 – 5:30 pm**

**Zoom Meeting**

**<https://hchcweb-org.zoom.us/j/88580188351>**

**AGENDA**

1. Review minutes from November 12th meeting
2. Presentation of October's financial results
3. Discussion on the closing of the Bank of America cards.
4. Other items as needed

**Finance Committee Meeting**  
**Date/Time: 11/12/2020 4:30pm**  
**Zoom Meeting**

**MEMBERS (all members present via teleconferencing):** Lee Manchester, President, John Follet, Treasurer; Eliza Lake, CEO; John Melehov, CFO; Tabitha Griswold, Executive Assistant

Agenda Item	Summary of Discussion	Decisions/ Next Steps/ Person Responsible Due Date
Meeting called to order.	Meeting called to order by John Follet at 4:34pm.	N/A
Approval of Minutes 10/8/2020	<p>A grammatical error was noted to add the amount of \$70K to the end of sentence in Other items. There was also a correction to the minute month, to reflect the minutes taken in October not September.</p> <p><b>Lee Manchester made a motion to approve the financial minutes for October as amended. John Melehov seconded the motion.</b></p>	The October minutes were approved unanimously.
September Financials	<ul style="list-style-type: none"> <li>John presented the Interim Financial Statement for September. John reminded the committee that the clinical revenue from September was presented last month. There was a larger than normal loss in September due to the timing of routine expenditures. John noted that loss should be looked at over the year instead of the month for ordinary spending. When the PPE loan gets applied and the HRSA grant is charged in full, the year will not show as much of a loss. The month was largely the same in revenue as last month. The dental department saw a healthy increase in revenue from last month. Cash flow indicates a loss of \$94K for the month. There is about an average loss of \$25K a week as shown in cash on hand. As the cash on hand decreases so does the ratio. John noted that the interest gained and lost from the investment account should only be a yearly report, as the fluctuation from</li> </ul>	

	<p>month to month can be deceiving. John will look at potentially moving this report item to a yearly figure for next year. John reported that for next month there should be an increase in revenue as the new providers are onboarded and all furloughs are being ended, with all staff needed back at this time.</p>	
Other Items	<ul style="list-style-type: none"> <li>• John Melehov reported that the payback for the retirement contribution correction is a bit above \$77K and will include the fees for processing for One American. This amount takes into account the lost gains that those affected would have realized which will be about \$80K-\$90K. The retirement plan document is being revised to state the contribution being per paycheck bases not yearly. This update will be brought to the full board as an update. Eliza will sign off on the new plan document after her review.</li> <li>• John presented the need for HCHC to find more sources of revenue. One such way is having an “in-house pharmacy.” John is researching different possibilities such as a “ship to” pharmacy model. This would however lose the patients that need prescription on hand but would be a more viable solution for a startup. This service would be in conjunction to the 340B program.</li> <li>• The budget process has begun. The board will be informed more about the budget next month. So far it looks like this will be a negative budget as it will be a reflection of the revenue lose currently being experienced by HCHC.</li> </ul>	
Adjourn & Next Meeting	<p><b>A motion to adjourn the meeting was made first by Lee Manchester and seconded by John Follet. The meeting adjourned at 5:20pm.</b></p> <p>The next regular Finance Committee meeting is scheduled for December 11, 2020 at 4:30pm via Zoom.</p>	<p>The committee voted unanimously to adjourn.</p>

Submitted by,  
Tabitha Griswold, Executive Assistant



# Hilltown Community Health Center

## Interim Financial Statement Presentation

October 2020 - Presented 12/10/2020

# Highlights

- ▶ **\$80K** Net Income in October
  - ▶ 330 Grant accounts for **\$350K** of revenue - was being held due to PPP coordination
- ▶ YTD Net **\$491K** loss
- ▶ **\$59K** negative cash flow
- ▶ PPP/330 coordination in progress
  - ▶ Cash improves in November and December due to suspended draw-downs being executed

# Income Statement

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	Sept Actual	Oct Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change
<b>OPERATING ACTIVITIES</b>														
<b>Revenue</b>														
Patient Services - Medical	\$194,733	\$157,776	\$162,144	\$127,027	\$132,581	\$147,308	\$105,190	\$147,451	\$147,640	\$160,430	\$1,482,281	\$2,165,681	(\$683,400)	-32%
Patient Services - Dental	\$145,933	\$123,425	\$70,156	\$17,187	\$11,337	\$26,937	\$32,119	\$57,754	\$87,135	\$111,240	\$683,222	\$1,610,865	(\$927,643)	-58%
Patient Services - Beh. Health	\$39,953	\$37,463	\$29,811	\$29,864	\$25,700	\$30,858	\$46,280	\$22,958	\$31,480	\$36,598	\$330,964	\$313,286	\$17,678	6%
Patient Services - Optometry	\$19,191	\$13,103	\$12,268	\$4,184	\$3,632	\$3,162	\$9,814	\$16,594	\$15,561	\$19,168	\$116,676	\$175,033	(\$58,357)	-33%
Patient Services - Optometry Hard	\$10,443	\$4,945	\$2,446	\$998	\$996	\$3,574	\$3,894	\$5,390	\$6,201	\$5,579	\$44,466	\$77,560	(\$33,095)	-43%
Patient Services - Pharmacy	\$7,260	\$6,065	\$11,596	\$18,350	\$24,126	\$27,724	\$13,829	\$79,287	\$41,854	\$34,076	\$264,166	\$110,852	\$153,315	138%
Quality & Other Incentives	\$475	\$324	\$24,149	\$277	\$25	\$7,684	\$279	\$238	\$337	\$20,137	\$53,925	\$44,910	\$9,015	20%
HRSA 330 & Other Grant	\$136,455	\$138,372	\$139,990	\$225,857	\$131,598	\$155,075	\$24,098	\$88,619	\$33,534	\$348,885	\$1,422,484	\$1,489,072	(\$66,588)	-4%
Other Grants & Contracts	\$59,052	\$60,987	\$64,025	\$289,624	\$187,345	\$245,236	\$200,559	\$66,665	\$102,503	\$176,324	\$1,452,322	\$727,045	\$725,277	100%
Int., Dividends Gain /Loss Investme	(\$2,424)	(\$22,104)	(\$40,933)	\$27,765	\$13,531	\$7,243	\$15,548	\$16,824	(\$6,562)	(\$4,693)	\$4,194	\$46,918	(\$42,724)	-91%
Rental & Misc. Income	\$4,002	\$3,700	\$1,132	\$2,333	\$2,567	\$2,567	\$4,002	\$2,159	\$2,567	\$4,387	\$29,416	\$26,187	\$3,229	12%
<b>Total Operating Revenue</b>	<b>\$615,073</b>	<b>\$524,057</b>	<b>\$476,784</b>	<b>\$743,467</b>	<b>\$533,437</b>	<b>\$657,368</b>	<b>\$455,612</b>	<b>\$503,939</b>	<b>\$462,251</b>	<b>\$912,129</b>	<b>\$5,884,116</b>	<b>\$6,787,410</b>	<b>(\$903,293)</b>	<b>-13%</b>

- ▶ Patient billings continue to improve slowly...
- ▶ 330 Grant payments playing catch-up - **\$349K**
- ▶ **\$20K** in quality payments

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<b>Compensation and related expenses</b>														
Salaries and wages	(\$481,077)	(\$448,425)	(\$386,453)	(\$256,747)	(\$481,227)	(\$349,402)	(\$380,723)	(\$343,543)	(\$432,333)	(\$453,285)	(\$4,013,215)	(\$4,578,569)	\$565,354	12%
Payroll taxes	(\$36,589)	(\$33,543)	(\$29,040)	(\$19,068)	(\$35,581)	(\$24,476)	(\$24,710)	(\$21,815)	(\$29,232)	(\$118,688)	(\$372,742)	(\$355,502)	(\$17,240)	-5%
Fringe benefits	(\$43,725)	(\$28,748)	(\$25,023)	(\$37,384)	(\$35,876)	(\$36,396)	(\$35,287)	(\$33,702)	(\$30,528)	(\$34,591)	(\$341,259)	(\$385,925)	\$44,666	12%
Total Compensation & related exp	(\$561,390)	(\$510,716)	(\$440,516)	(\$313,198)	(\$552,684)	(\$410,274)	(\$440,720)	(\$399,060)	(\$492,093)	(\$606,563)	(\$4,727,215)	(\$5,319,996)	\$592,780	11%

- ▶ Salaries increased due to additional providers
- ▶ Still **11%** or **\$593K** favorable to last year

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	Sept Actual	Oct Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change
<b>Other Operating Expenses</b>														
Advertising and marketing	\$0	\$0	(\$99)	\$0	\$0	(\$240)	(\$341)	(\$255)	(\$561)	\$0	(\$1,496)	(\$8,006)	\$6,509	81%
Bad debt	(\$1,307)	\$6,292	(\$9,288)	(\$8,831)	(\$4,411)	(\$8,382)	\$8,168	\$988	\$5,524	\$4,486	(\$6,761)	(\$117,005)	\$110,243	94%
Computer support	(\$7,088)	(\$6,199)	(\$21,428)	(\$9,589)	(\$12,655)	(\$8,388)	(\$8,388)	(\$1,948)	(\$8,027)	(\$14,818)	(\$98,528)	(\$67,350)	(\$31,178)	-46%
Conference and meetings	(\$248)	(\$1,350)	\$0	\$1,475	(\$1,882)	(\$480)	(\$30)	(\$2,636)	(\$358)	(\$85)	(\$5,595)	(\$7,783)	\$2,189	28%
Continuing education	(\$2,368)	(\$1,092)	\$0	\$0	(\$308)	(\$1,733)	(\$275)	(\$496)	(\$218)	(\$530)	(\$7,021)	(\$26,226)	\$19,205	73%
Contracts and consulting	(\$2,713)	(\$17,931)	(\$28,137)	(\$20,701)	(\$38,786)	(\$22,638)	(\$19,439)	(\$18,699)	(\$36,352)	(\$39,509)	(\$244,904)	(\$64,200)	(\$180,703)	-281%
Depreciation and amortization	(\$27,651)	(\$29,438)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$285,443)	(\$276,506)	(\$8,938)	-3%
Dues and membership	(\$2,355)	(\$3,243)	(\$2,355)	(\$2,530)	(\$2,405)	(\$7,955)	(\$3,247)	(\$6,692)	(\$1,850)	(\$5,894)	(\$38,524)	(\$28,061)	(\$10,463)	-37%
Equipment leases	(\$2,580)	(\$1,877)	(\$2,273)	(\$1,735)	(\$2,911)	(\$2,487)	(\$945)	(\$1,413)	(\$2,529)	(\$3,018)	(\$21,768)	(\$22,922)	\$1,154	5%
Insurance	(\$2,128)	(\$2,202)	(\$2,202)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$21,874)	(\$21,095)	(\$779)	-4%
Interest	(\$1,289)	(\$1,279)	(\$1,187)	(\$1,258)	(\$1,209)	(\$1,238)	(\$1,187)	(\$1,723)	(\$156)	(\$355)	(\$10,881)	(\$13,383)	\$2,502	19%
Legal and accounting	(\$2,500)	(\$2,500)	(\$2,626)	(\$2,500)	(\$2,895)	(\$2,668)	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,584)	(\$25,773)	(\$25,058)	(\$715)	-3%
Licenses and fees	(\$4,115)	(\$6,952)	(\$4,006)	(\$2,898)	(\$2,959)	(\$3,504)	(\$3,794)	(\$3,775)	(\$4,525)	(\$5,418)	(\$41,944)	(\$39,716)	(\$2,228)	-6%
Medical & dental lab and supplies	(\$10,442)	(\$9,416)	(\$6,226)	(\$897)	(\$283)	(\$1,630)	(\$3,256)	(\$8,571)	(\$7,997)	(\$7,624)	(\$56,343)	(\$101,023)	\$44,680	44%
Merchant CC Fees	(\$1,576)	(\$1,690)	(\$2,037)	(\$1,492)	(\$633)	(\$564)	(\$571)	(\$1,067)	(\$1,368)	(\$1,185)	(\$12,181)	(\$15,881)	\$3,700	23%
Office supplies and printing	(\$2,304)	(\$3,052)	(\$1,899)	(\$7,188)	(\$1,530)	(\$7,637)	(\$7,234)	(\$13,799)	(\$7,334)	(\$7,595)	(\$59,572)	(\$33,928)	(\$25,643)	-76%
Postage	(\$117)	(\$2,051)	(\$2,240)	(\$151)	(\$2,233)	(\$2,040)	(\$511)	(\$28)	(\$2,066)	(\$650)	(\$12,087)	(\$13,334)	\$1,247	9%
Program supplies and materials	(\$19,372)	(\$17,012)	(\$14,163)	(\$2,688)	(\$15,733)	(\$17,073)	(\$13,480)	(\$18,625)	(\$30,784)	(\$37,531)	(\$186,461)	(\$194,376)	\$7,915	4%
Pharmacy & Optometry COGS	(\$7,980)	(\$10,963)	(\$4,699)	(\$3,785)	(\$3,420)	(\$9,287)	(\$6,308)	(\$19,791)	(\$30,040)	(\$26,752)	(\$123,024)	(\$109,501)	(\$13,524)	-12%
Recruitment	(\$4,049)	(\$527)	(\$90)	\$0	\$0	\$0	\$0	\$0	\$0	(\$75)	(\$4,741)	(\$15,960)	\$11,219	70%
Rent	(\$6,964)	(\$8,584)	(\$10,064)	(\$6,964)	(\$15,758)	(\$13,843)	(\$16,052)	(\$11,738)	(\$20,683)	(\$7,741)	(\$118,393)	(\$78,440)	(\$39,953)	-51%
Repairs and maintenance	(\$13,597)	(\$18,942)	(\$15,221)	(\$11,565)	(\$12,108)	(\$21,849)	(\$15,799)	(\$10,838)	(\$15,690)	(\$16,930)	(\$152,539)	(\$135,852)	(\$16,686)	-12%
Small equipment purchases	\$0	(\$1,669)	\$0	(\$1,299)	(\$4,240)	(\$12,046)	(\$7,050)	\$0	(\$1,704)	(\$3,213)	(\$31,221)	(\$20,165)	(\$11,056)	-55%
Telephone	(\$10,928)	(\$13,895)	(\$14,263)	(\$15,336)	(\$14,707)	(\$14,343)	(\$13,859)	(\$14,701)	(\$14,258)	(\$14,503)	(\$140,793)	(\$130,750)	(\$10,043)	-8%
Travel	(\$1,947)	(\$1,348)	(\$940)	(\$639)	(\$327)	(\$1,076)	(\$1,171)	(\$1,050)	(\$1,184)	(\$935)	(\$10,617)	(\$20,329)	\$9,713	48%
Utilities	(\$3,234)	(\$5,499)	(\$3,312)	(\$4,481)	(\$4,838)	(\$2,955)	(\$3,467)	(\$3,102)	(\$3,643)	(\$2,757)	(\$37,287)	(\$40,407)	\$3,119	8%
Total Other Operating Expenses	(\$138,848)	(\$162,418)	(\$177,298)	(\$135,788)	(\$176,969)	(\$194,792)	(\$151,474)	(\$173,195)	(\$219,038)	(\$225,951)	(\$1,755,772)	(\$1,627,259)	(\$128,513)	-8%
<b>NET OPERATING SURPLUS</b>	<b>(\$85,166)</b>	<b>(\$149,077)</b>	<b>(\$141,031)</b>	<b>\$294,481</b>	<b>(\$196,216)</b>	<b>\$52,302</b>	<b>(\$136,583)</b>	<b>(\$68,317)</b>	<b>(\$248,881)</b>	<b>\$79,615</b>	<b>(\$598,871)</b>	<b>(\$159,845)</b>	<b>(\$439,026)</b>	<b>-275%</b>

- Year over Year increases (\$128K)

# Net Deficit (Income)

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	Sept Actual	Oct Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change
<b>NON-OPERATING ACTIVITIES</b>														
Donations, Pledges & Contribution	\$120	\$9,800	\$20,725	\$40,211	\$4,657	\$1,476	\$7,740	\$2,000	\$20,432	\$400	\$107,562	\$165,419	(\$57,858)	-35%
Capital Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,274	(\$84,274)	-100%
<b>NET NON-OPERATING SURPLU</b>	<b>\$120</b>	<b>\$9,800</b>	<b>\$20,725</b>	<b>\$40,211</b>	<b>\$4,657</b>	<b>\$1,476</b>	<b>\$7,740</b>	<b>\$2,000</b>	<b>\$20,432</b>	<b>\$400</b>	<b>\$107,562</b>	<b>\$249,693</b>	<b>(\$142,132)</b>	<b>-57%</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$85,046)</b>	<b>(\$139,277)</b>	<b>(\$120,306)</b>	<b>\$334,692</b>	<b>(\$191,559)</b>	<b>\$53,778</b>	<b>(\$128,843)</b>	<b>(\$66,317)</b>	<b>(\$228,449)</b>	<b>\$80,015</b>	<b>(\$491,309)</b>	<b>\$89,848</b>	<b>(\$581,158)</b>	<b>-647%</b>

- ▶ **\$491K** YTD deficit
  - ▶ 2020 will be net positive once **\$1,171,200** PPP is applied as grant revenue
- ▶ Cash should hold out for around 17 months at current levels
  - ▶ This number has not gone down in several months
  - ▶ Current cash forecast has funds lasting until May 2022
- ▶ 70 days cash on hand (how long the cash will last if income dried up)

# Cash Flow

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
	NET SURPLUS/(DEFICIT) FOR PERIOD	\$80,015
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH		
	NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	(\$91,795)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
	NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	\$33,237
	<b>NET INCREASE/(DECREASE) IN CASH</b>	<b>(\$58,558)</b>
	<b>CASH AND CASH EQUIVALENTS AS OF 8/1/2020</b>	<b>\$1,990,818</b>
	<b>CASH AND CASH EQUIVALENTS AS OF 8/31/2020</b>	<b>\$1,932,260</b>

- ▶ Cash on hand decreased **\$58K**
- ▶ Cash on hand decreased **\$94K** in September

# Balance Sheet (as of 8/31/20)

<b>ASSETS</b>		
	Total Current Assets	\$1,920,681
	Net Property & Equipment	\$4,064,997
	Total Other Assets	\$344,045
	<b>TOTAL ASSETS</b>	<b>\$6,329,723</b>
<b>Liabilities &amp; Fund Balance</b>		
	Total Current Liabilities	\$2,317,039
	Total Long Term Liabilities	\$135,034
	<b>Total Liabilities</b>	<b>\$2,452,072</b>
	Total Fund Balance / Equity	3,877,650
	<b>Total Liabilities &amp; Fund Balance</b>	<b>6,329,723</b>

▶ Current Assets = \$1.92 M

▶ Current Liabilities = \$2.32 M

▶ Current Ratio = 0.83 up from 0.79 in September

▶ Current Ratio as of 11/10/20 with PPP forgiveness = 1.45

▶ Current Ratio as of 12/10/20 with PPP forgiveness = 1.68 (330 grant draws improve asset side)

# Other Items

- ▶ Work on retirement plan correction continues
  - ▶ Estimates were around \$70K
  - ▶ Actual costs were around \$100K
  - ▶ All negative effects have been absorbed and created minimal long-term impact
- ▶ In-house pharmacy being put on back burner due to cost and complexity
  - ▶ Plenty of low hanging fruit in contract pharmacy area
  - ▶ Recently signed up Walmart in Westfield, another Walgreens site, and several new CVS stores
  - ▶ Engaged a service to get money from scripts written through specialists (closing the referral loop)
- ▶ Budget in progress, still expecting to have a significant deficit
  - ▶ No additional providers on the horizon
  - ▶ Fee For Service volume expected to be hampered by Covid

**Hilltown Community Health Centers  
Income Statement**

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Int., Dividends Gain /Loss Investmen	(\$2,424)	(\$22,104)	(\$40,933)	\$27,765	\$13,531	\$7,243	\$15,548	\$16,824	(\$6,562)	(\$4,693)	\$4,194	\$46,918	(\$42,724)	-91%
Rental & Misc. Income	\$4,002	\$3,700	\$1,132	\$2,333	\$2,567	\$2,567	\$4,002	\$2,159	\$2,567	\$4,387	\$29,416	\$26,187	\$3,229	12%
Total Operating Revenue	\$615,073	\$524,057	\$476,784	\$743,467	\$533,437	\$657,368	\$455,612	\$503,939	\$462,251	\$912,129	\$5,884,116	\$6,787,410	(\$903,293)	-13%
<b>Compensation and related expenses</b>														
Salaries and wages	(\$481,077)	(\$448,425)	(\$386,453)	(\$256,747)	(\$481,227)	(\$349,402)	(\$380,723)	(\$343,543)	(\$432,333)	(\$453,285)	(\$4,013,215)	(\$4,578,569)	\$565,354	12%
Payroll taxes	(\$36,589)	(\$33,543)	(\$29,040)	(\$19,068)	(\$35,581)	(\$24,476)	(\$24,710)	(\$21,815)	(\$29,232)	(\$118,688)	(\$372,742)	(\$355,502)	(\$17,240)	-5%
Fringe benefits	(\$43,725)	(\$28,748)	(\$25,023)	(\$37,384)	(\$35,876)	(\$36,396)	(\$35,287)	(\$33,702)	(\$30,528)	(\$34,591)	(\$341,259)	(\$385,925)	\$44,666	12%
Total Compensation & related exp	(\$561,390)	(\$510,716)	(\$440,516)	(\$313,198)	(\$552,684)	(\$410,274)	(\$440,720)	(\$399,060)	(\$492,093)	(\$606,563)	(\$4,727,215)	(\$5,319,996)	\$592,780	11%
<b>Other Operating Expenses</b>														
Advertising and marketing	\$0	\$0	(\$99)	\$0	\$0	(\$240)	(\$341)	(\$255)	(\$561)	\$0	(\$1,496)	(\$8,006)	\$6,509	81%
Bad debt	(\$1,307)	\$6,292	(\$9,288)	(\$8,831)	(\$4,411)	(\$8,382)	\$8,168	\$988	\$5,524	\$4,486	(\$6,761)	(\$117,005)	\$110,243	94%
Computer support	(\$7,088)	(\$6,199)	(\$21,428)	(\$9,589)	(\$12,655)	(\$8,388)	(\$8,388)	(\$1,948)	(\$8,027)	(\$14,818)	(\$98,528)	(\$67,350)	(\$31,178)	-46%
Conference and meetings	(\$248)	(\$1,350)	\$0	\$1,475	(\$1,882)	(\$480)	(\$30)	(\$2,636)	(\$358)	(\$85)	(\$5,595)	(\$7,783)	\$2,189	28%
Continuing education	(\$2,368)	(\$1,092)	\$0	\$0	(\$308)	(\$1,733)	(\$275)	(\$496)	(\$218)	(\$530)	(\$7,021)	(\$26,226)	\$19,205	73%
Contracts and consulting	(\$2,713)	(\$17,931)	(\$28,137)	(\$20,701)	(\$38,786)	(\$22,638)	(\$19,439)	(\$18,699)	(\$36,352)	(\$39,509)	(\$244,904)	(\$64,200)	(\$180,703)	-281%
Depreciation and amortization	(\$27,651)	(\$29,438)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$285,443)	(\$276,506)	(\$8,938)	-3%
Dues and membership	(\$2,355)	(\$3,243)	(\$2,355)	(\$2,530)	(\$2,405)	(\$7,955)	(\$3,247)	(\$6,692)	(\$1,850)	(\$5,894)	(\$38,524)	(\$28,061)	(\$10,463)	-37%
Equipment leases	(\$2,580)	(\$1,877)	(\$2,273)	(\$1,735)	(\$2,911)	(\$2,487)	(\$945)	(\$1,413)	(\$2,529)	(\$3,018)	(\$21,768)	(\$22,922)	\$1,154	5%
Insurance	(\$2,128)	(\$2,202)	(\$2,202)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$21,874)	(\$21,095)	(\$779)	-4%
Interest	(\$1,289)	(\$1,279)	(\$1,187)	(\$1,258)	(\$1,209)	(\$1,238)	(\$1,187)	(\$1,723)	(\$156)	(\$355)	(\$10,881)	(\$13,383)	\$2,502	19%
Legal and accounting	(\$2,500)	(\$2,500)	(\$2,626)	(\$2,500)	(\$2,895)	(\$2,668)	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,584)	(\$25,773)	(\$25,058)	(\$715)	-3%
Licenses and fees	(\$4,115)	(\$6,952)	(\$4,006)	(\$2,898)	(\$2,959)	(\$3,504)	(\$3,794)	(\$3,775)	(\$4,525)	(\$5,418)	(\$41,944)	(\$39,716)	(\$2,228)	-6%
Medical & dental lab and supplies	(\$10,442)	(\$9,416)	(\$6,226)	(\$897)	(\$283)	(\$1,630)	(\$3,256)	(\$8,571)	(\$7,997)	(\$7,624)	(\$56,343)	(\$101,023)	\$44,680	44%
Merchant CC Fees	(\$1,576)	(\$1,690)	(\$2,037)	(\$1,492)	(\$633)	(\$564)	(\$571)	(\$1,067)	(\$1,368)	(\$1,185)	(\$12,181)	(\$15,881)	\$3,700	23%
Office supplies and printing	(\$2,304)	(\$3,052)	(\$1,899)	(\$7,188)	(\$1,530)	(\$7,637)	(\$7,234)	(\$13,799)	(\$7,334)	(\$7,595)	(\$59,572)	(\$33,928)	(\$25,643)	-76%
Postage	(\$117)	(\$2,051)	(\$2,240)	(\$151)	(\$2,233)	(\$2,040)	(\$511)	(\$28)	(\$2,066)	(\$650)	(\$12,087)	(\$13,334)	\$1,247	9%
Program supplies and materials	(\$19,372)	(\$17,012)	(\$14,163)	(\$2,688)	(\$15,733)	(\$17,073)	(\$13,480)	(\$18,625)	(\$30,784)	(\$37,531)	(\$186,461)	(\$194,376)	\$7,915	4%
Pharmacy & Optometry COGS	(\$7,980)	(\$10,963)	(\$4,699)	(\$3,785)	(\$3,420)	(\$9,287)	(\$6,308)	(\$19,791)	(\$30,040)	(\$26,752)	(\$123,024)	(\$109,501)	(\$13,524)	-12%
Recruitment	(\$4,049)	(\$527)	(\$90)	\$0	\$0	\$0	\$0	\$0	\$0	(\$75)	(\$4,741)	(\$19,960)	\$11,219	70%
Rent	(\$6,964)	(\$8,584)	(\$10,064)	(\$6,964)	(\$15,758)	(\$13,843)	(\$16,052)	(\$11,738)	(\$20,683)	(\$7,741)	(\$118,393)	(\$78,440)	(\$39,953)	-51%
Repairs and maintenance	(\$13,597)	(\$18,942)	(\$15,221)	(\$11,565)	(\$12,108)	(\$21,849)	(\$15,799)	(\$10,838)	(\$15,690)	(\$16,930)	(\$152,539)	(\$135,852)	(\$16,686)	-12%
Small equipment purchases	\$0	(\$1,669)	\$0	(\$1,299)	(\$4,240)	(\$12,046)	(\$7,050)	\$0	(\$1,704)	(\$3,213)	(\$31,221)	(\$20,165)	(\$11,056)	-55%
Telephone	(\$10,928)	(\$13,895)	(\$14,263)	(\$15,336)	(\$14,707)	(\$14,343)	(\$13,859)	(\$14,701)	(\$14,258)	(\$14,503)	(\$140,793)	(\$130,750)	(\$10,043)	-8%
Travel	(\$1,947)	(\$1,348)	(\$940)	(\$639)	(\$327)	(\$1,076)	(\$1,171)	(\$1,050)	(\$1,184)	(\$935)	(\$10,617)	(\$20,329)	\$9,713	48%
Utilities	(\$3,234)	(\$5,499)	(\$3,312)	(\$4,481)	(\$4,838)	(\$2,955)	(\$3,467)	(\$3,102)	(\$3,643)	(\$2,757)	(\$37,287)	(\$40,407)	\$3,119	8%
Total Other Operating Expenses	(\$138,848)	(\$162,418)	(\$177,298)	(\$135,788)	(\$176,969)	(\$194,792)	(\$151,474)	(\$173,195)	(\$219,038)	(\$225,951)	(\$1,755,772)	(\$1,627,259)	(\$128,513)	-8%
<b>NET OPERATING SURPLUS</b>	<b>(\$85,166)</b>	<b>(\$149,077)</b>	<b>(\$141,031)</b>	<b>\$294,481</b>	<b>(\$196,216)</b>	<b>\$52,302</b>	<b>(\$136,583)</b>	<b>(\$68,317)</b>	<b>(\$248,881)</b>	<b>\$79,615</b>	<b>(\$598,871)</b>	<b>(\$159,845)</b>	<b>(\$439,026)</b>	<b>-275%</b>
<b>NON-OPERATING ACTIVITIES</b>														
Donations, Pledges & Contributions	\$120	\$9,800	\$20,725	\$40,211	\$4,657	\$1,476	\$7,740	\$2,000	\$20,432	\$400	\$107,562	\$165,419	(\$57,858)	-35%
Capital Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,274	(\$84,274)	-100%
<b>NET NON-OPERATING SURPLUS</b>	<b>\$120</b>	<b>\$9,800</b>	<b>\$20,725</b>	<b>\$40,211</b>	<b>\$4,657</b>	<b>\$1,476</b>	<b>\$7,740</b>	<b>\$2,000</b>	<b>\$20,432</b>	<b>\$400</b>	<b>\$107,562</b>	<b>\$249,693</b>	<b>(\$142,132)</b>	<b>-57%</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$85,046)</b>	<b>(\$139,277)</b>	<b>(\$120,306)</b>	<b>\$334,692</b>	<b>(\$191,559)</b>	<b>\$53,778</b>	<b>(\$128,843)</b>	<b>(\$66,317)</b>	<b>(\$228,449)</b>	<b>\$80,015</b>	<b>(\$491,309)</b>	<b>\$89,848</b>	<b>(\$581,158)</b>	<b>-647%</b>

**Hilltown Community Health Centers**  
**Statement of Cash Flows**  
**September 2020**

**CASH FLOWS FROM OPERATING ACTIVITIES**

NET SURPLUS/(DEFICIT) FOR PERIOD		\$80,015
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH		
PROVIDED (USED) BY OPERATING ACTIVITIES		
01-11102-00	Increase in ECW/AR PAYMENT	(\$18,686)
01-11103-00	Increase in DENTRIX/AR PAYMENT	(\$6,149)
01-13200-00	Increase in PREPAID EXPENSES	(\$3,188)
01-13210-00	Increase in PREPAID INSURANCE	(\$87)
01-13700-00	Decrease in PREPAID WORKMANS' COMP	\$1,626
01-22100-00	Increase in ACCOUNTS PAYABLE	\$16,630
01-22350-00	Decrease in NOTES PAYABLE	(\$14,400)
01-23000-00	Decrease in ACCRUED EXPENSES - CREDIT CARD	(\$1,757)
01-24200-00	Increase in FICA TAX W/H	\$37
01-24400-00	Increase in TSA WITHDRAWALS	\$6,286
01-24450-00	Increase in 403B EMPLOYEE LOAN	\$215
01-24500-00	Increase in FLEXIBLE SPENDING BENEFIT	\$1,000
01-25100-00	Decrease in UNEMPLOYMENT ESCROW	(\$181)
01-25600-00	Decrease in UNITED WAY PAYROLL DEDUCTION	(\$28)
01-25900-01	Decrease in SALES TAX PAYABLE	(\$18)
01-25900-02	Decrease in SALES TAX PAYABLE	(\$1)
01-26000-00	Decrease in ACCRUED EXPENSES	(\$1,853)
01-26010-00	Decrease in ACCRUED SALARIES/PAYROLL	(\$145,877)
01-26020-00	Decrease in ACCRUED FICA PAYABLE	(\$11,000)
01-26030-00	Increase in ACCRUED VACATION	\$20,654
01-26040-00	Increase in ACCRUED VACATION FICA	\$1,580
01-28110-00	Decrease in UNITED BANK MORTGAGE HUNTG	(\$1,541)
01-29400-00	Decrease in DEFERRED REVENUE	(\$13,618)
01-29405-00	Decrease in DENTRIX SUSPENDED CREDITS	(\$1,453)
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES		(\$91,795)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
01-16250-01	LESS ACCUM DEPR	\$1,817
01-16250-02	LESS ACCUM DEPR	\$2,484
01-16252-02	ACCUM. AMORTIZATION	\$27
01-16350-01	LESS ACCUM DEPR	\$877
01-16350-02	LESS ACCUM DEPR	\$1,979
01-16450-04	LESS ACCUM DEPR LEASEHLD IMP	\$10,743
01-16550-00	LESS ACCUM DEPR FURN & EQUIP	\$671
01-16550-01	LESS ACCUM DEPR FURN & EQUIP	\$1,422
01-16550-02	LESS ACCUM DEPR FURN & EQUIP	\$1,101
01-16550-03	LESS ACCUM DEPR FURN & EQUIP	\$938
01-16550-04	LESS ACCUM DEPR FURN & EQUIP	\$6,361
01-16560-01	LESS ACCUM DEPR STATE	\$126
01-18220-00	INVESTMENT VANGUARD	\$4,694
01-18440-00	FLORENCE SAVINGS RESTRICTED	(\$1)
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES		\$33,237
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>(\$58,558)</b>
<b>CASH AND CASH EQUIVALENTS AS OF 8/1/2020</b>		<b>\$1,990,818</b>
<b>CASH AND CASH EQUIVALENTS AS OF 8/31/2020</b>		<b>\$1,932,260</b>

**Hilltown Community Health Centers**  
**Balance Sheet**  
**as of 9/30/2020**

**ASSETS**

Current Assets

Cash - Operating Fund	\$334,153
PPP Funds	\$1,171,200
Patient Receivables	\$488,522
Less Allow. for Doubtful Accounts	(\$103,420)
Less Allow. for Contractual Allowances	(\$301,121)
A/R 340B-Pharmacist	\$3,354
A/R 340B-State	\$1,995
Contracts & Grants Receivable	\$306,371
Prepaid Expenses	\$16,816
A/R Pledges Receivable	\$2,810
<b>Total Current Assets</b>	<b>\$1,920,681</b>

Property & Equipment

Land	\$204,506
Buildings	\$2,613,913
Improvements	\$929,483
Leasehold Improvements	\$1,933,674
Equipment	\$1,422,848
<b>Total Property and Equipment</b>	<b>\$7,104,423</b>
Less Accumulated Depreciation	(\$3,039,426)
<b>Net Property &amp; Equipment</b>	<b>\$4,064,997</b>

Other Assets

Restricted Cash	\$29,473
Pharmacy 340B and Optometry Inventory	\$9,863
Investments Restricted	\$9,476
Investment - Vanguard	\$295,233
<b>Total Other Assets</b>	<b>\$344,045</b>

**TOTAL ASSETS**

**\$6,329,723**

**Liabilities & Fund Balance**

Current Liabilities

Accounts Payable	\$244,191
Notes Payable	\$1,576,196
Sales Tax Payable	\$7
Accrued Expenses	(\$5,153)
Accrued Payroll Expenses	\$388,331
Payroll Liabilities	\$13,897
Unemployment Escrow	\$0
Deferred Contract Revenue	\$99,570
<b>Total Current Liabilities</b>	<b>\$2,317,039</b>

Long Term Liabilities

Mortgage Payable United Bank	\$135,034
<b>Total Long Term Liabilities</b>	<b>\$135,034</b>

**Total Liabilities**

**\$2,452,072**

Fund Balance / Equity

Fund Balance Prior Years	3,877,650
<b>Total Fund Balance / Equity</b>	<b>3,877,650</b>

**Total Liabilities & Fund Balance**

**6,329,723**